



WATER WORKFORCE WEBINAR SERIES

Transforming the Water Workforce

Office of Wastewater Management

Office of Water

U.S. Environmental Protection Agency

December 15, 2022

**We will start in a couple minutes.
Thank you.**

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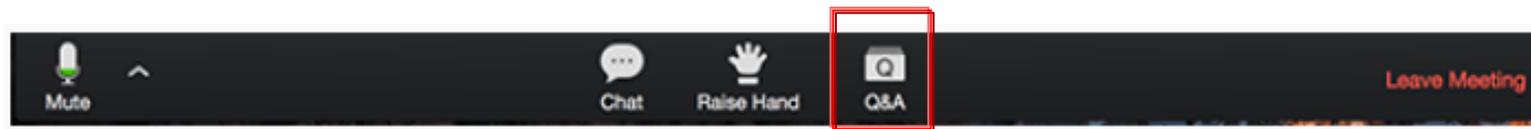
U.S. Environmental Protection Agency

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Webinar Logistics

- This webinar is being recorded
- Participants will be in listen-only mode
- To submit a question, use the Q&A function



- Webinar slides and recording information will be sent out to all participants following the webinar

Having Audio Difficulties?

- Call in to any of these phone numbers:

+1 669 254 5252

+1 669 216 1590

+1 646 828 7666

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Webinar ID: 161 958 0928

Opening Poll: Please indicate the sector that you work in:

- Utility
- State or Local Government
- Federal Government
- Consultant
- Academia/Educator
- Other

Water Sector Workforce at EPA

- Reminders:
 - Check out our website for resources and updates:
<https://www.epa.gov/sustainable-water-infrastructure/water-sector-workforce>
 - Workforce Initiative
 - Past Workforce Webinars
 - Workforce Case Studies
 - Stay tuned for information on our next webinar. If you are registered for this webinar you are automatically on the email list for future webinars!

December 15, 2022

Transforming the Water Workforce

Jim Horne, Sustainable Utilities Program Manager, U.S. EPA Office of Wastewater Management



United States
Environmental Protection
Agency



ASSOCIATION OF
METROPOLITAN
WATER AGENCIES



American Water Works
Association

NACWA



THE
Water
Research
FOUNDATION



December 15, 2022

Speakers:



Korey Gray, Vice President, Compliance and Development, DC Water



Sharon Talley, Compliance Officer, DC Water



Barbara Martin, Director, Engineering and Technical Services, American Water Works Association (AWWA)

Webinar slides and recording will be sent to registrants within a week after the webinar.

CREATING THE WATER WORKFORCE OF THE FUTURE WEBINAR SERIES

Transforming the Water Workforce

In today's world, water sector utilities need to work with many partners to recruit and retain a motivated and sustainable 21st century workforce—they can't do it alone! Partners can include employment and training organizations, educational institutions, contractors, and others. There is also a pressing need to help current utility leaders develop the transformative skills they will need to lead the water workforce in the 21st century. Please join us on December 15, 2022, to hear from two leading utility workforce leaders from DC Water and AWWA as they take steps to develop a truly sustainable workforce for their utility and also help leaders across the sector develop the skills to address the myriad of challenges they will face moving forward.

This webinar is part of an ongoing webinar series hosted by EPA, in partnership with leading water sector organizations around the country. More information on this webinar series can be found at <https://www.epa.gov/sustainable-water-infrastructure/water-sector-workforce-webinars>

ATTENDANCE IS FREE – REGISTER NOW!

Register at:

https://www.zoomgov.com/webinar/register/WN_8U5HLVBCRAaVyfcwtY1PA

DECEMBER 15, 2022
1:00 – 2:30 PM Eastern Time

Moderators:

- Jim Horne, U.S. EPA

Speakers:

- Corey Gray, Director, Compliance and Business Development, DC Water
- Sharon Talley, Compliance Specialist, DC Water
- Barbara Martin, Director, Engineering and Technical Services, American Water Works Association (AWWA)





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District of Columbia Water and Sewer Authority
David L. Gadis, CEO and General Manager



***Prepared for the
Environmental Protection Agency
Water Workforce Webinar***

December 15, 2022



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District of Columbia Water and Sewer Authority
David L. Gadis, CEO and General Manager

DC Water Works Program



DC Water Blueprint 2.0
Strategic Initiatives



Sustainable

Ensuring efficient use of economic resources
Resources are required to upgrade aging infrastructure, protect against impacts of climate change, undertake digital transformation, retain talent and institutional knowledge among other necessary costs. It is critical that we maintain our usual level of service and pivot to the future, while balancing this with ensuring our rates are affordable for all. An operational efficiency program to identify opportunities to better control expenditures will enable us to find cost savings and invest them back in the organization. A new investment model will be considered to ensure we continue to make optimal investment decisions.



Equitable

Ensuring inclusive and diverse representation
We cannot deliver the best for our customers, employees and wider communities if we do not reflect them. We need to continue to ensure diversity flows through all levels of our organization and is embedded in our culture. Our diverse leadership team is setting the example for our organization to follow. We must ensure the principles of diversity, equity and inclusion are an integral part of our decision making and extend to the talent we attract and retain at DC Water.

Background

2014 - Summer of Discontent



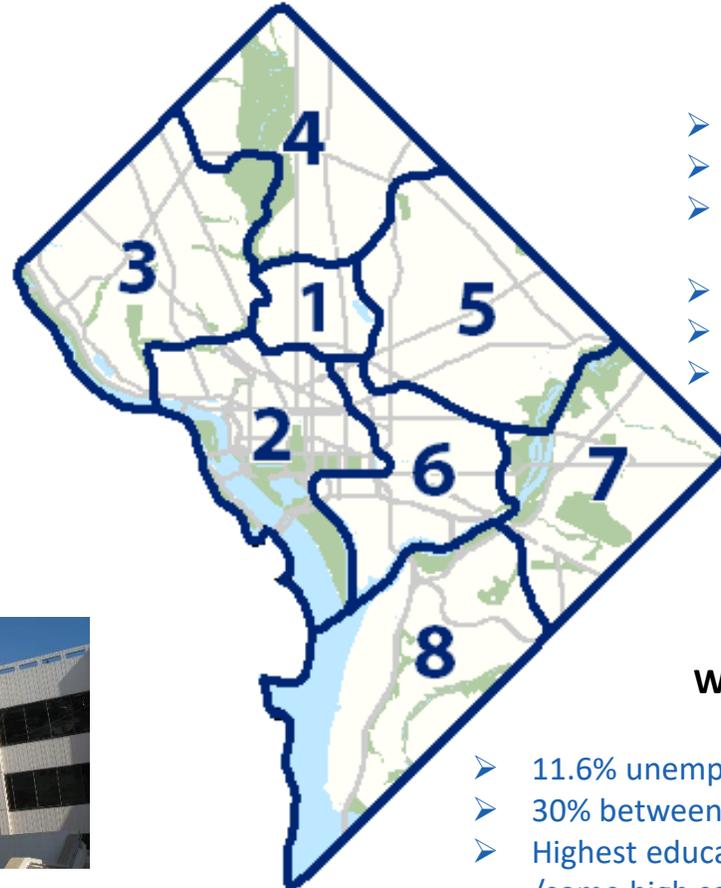


Background

Unemployment Rates for States
Monthly Rankings
Seasonally Adjusted
May 2016

National Rank	State	Rate
11	VIRGINIA	3.8
	Fairfax County	2.9
	Loudoun County	2.9
23	MARYLAND	4.5
	Montgomery County	3.3
	Prince Georges County	4.3
44	DISTRICT OF COLUMBIA	6.1
	National Average	4.9

Background



Ward 7 Statistics

- 7.4% unemployment rate
- 25% between 19-34
- Highest education achieved: 71% high school /some high school
- Median income: \$30.5k
- 21.6% of families in poverty
- **Homicide is the 5th leading cause of death**

Ward 8 Statistics

- 11.6% unemployment rate
- 30% between 19-34
- Highest education achieved: 66% high school /some high school
- Median income: \$28k
- 33% of families in poverty
- **Homicide is the 4th leading cause of death**



The largest employer located in Ward 8

- **Very few job openings**

Background

DC Water Works Program 1.0

- Heavy focus on Job Placement and Community Outreach
- Pilot Program
 - Paid contractors to hire DC residents





Background

DC Water Works Program 1.0

- **Pilot Program was 0% successful**
 - **None of the new hires maintained employment**
 - New Hires Failed Drug Tests
 - Lack of interest in utility work
 - New Hires had an aversion to working in cold
 - New Hires had an aversion to working long hours
 - New hires had an aversion to working early hours
 - New hires were not prepared for the workforce (no soft skills)

- Job Fairs were equally unsuccessful**
 - **attracted large crowds**
 - **But too few got hired**

- **The program was not designed to support people to be successful**



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District of Columbia Water and Sewer Authority
David L. Gadis, CEO and General Manager

Background

DC Water Works Program 1.0

Barriers to entry for Youth and Hard to place adults

- Unfamiliarity with the Water Utility industry
- Criminal history
- Low education attainment
- Lack of economic resources to sustain employment
- Lack of access to transportation
- Housing instability
- Lack of job readiness skills



Chauncey Anderson

CDL Training Program
Graduate and DC Water employee



<https://www.wusa9.com/video/news/local/dc/hes-been-shot-at-hes-lost-friends-inside-the-life-of-one-of-dcs-most-violent-neighborhoods/65-d2290800-360d-45b9-865b-2987388143a4?wsource=em>

www.wusa9.com



Background

DC Water Works Program 2.0

In 2017, DC Water refined its Water Works Program designed to empower local and District residents to establish a meaningful employment on DC Water construction and service projects.

Program Elements

- New Hire Goals: Seventy-Five percent (75%) of new jobs created by contracts or procurements entered into by DC Water with contractors will be filled by local residents.
- Job/Candidate Referral Process
- Job Readiness and Skills Training Program
- Community Outreach
- Comprehensive Monitoring and Reporting



Wrap Around Support

Administered by DC Water Works
Supported by the District Department of Employment Services (DOES)
(Consistent with existing protocols)



CASE
MANAGEMENT



COUNSELING
(INDIVIDUAL &
FAMILY)



MENTORSHIP



TRANSPORTATION
SUPPORT



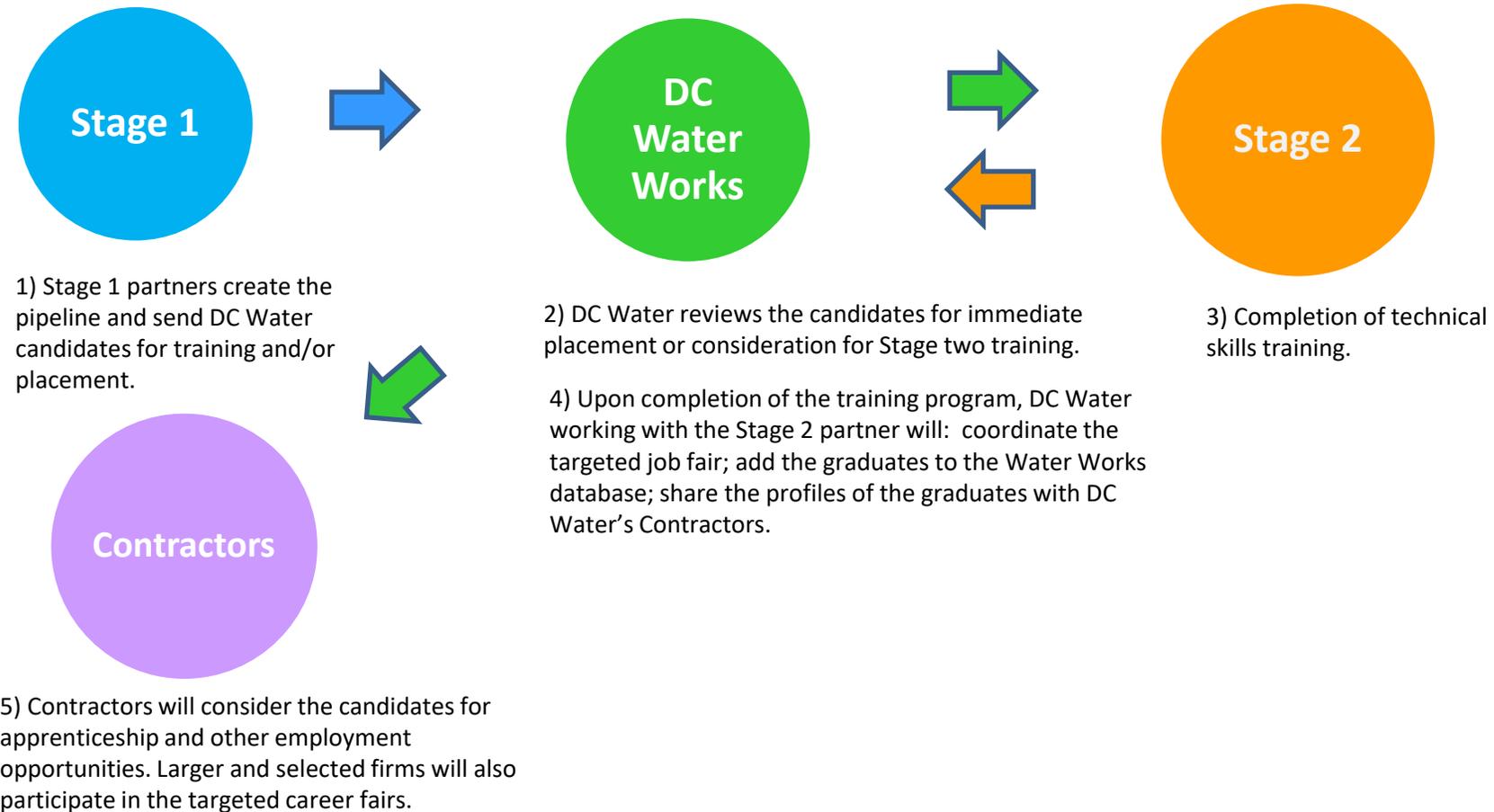
EDUCATION &
SPECIAL
SERVICES



CHILDCARE
SUPPORT

Background

Skills Training and Placement Process



Background

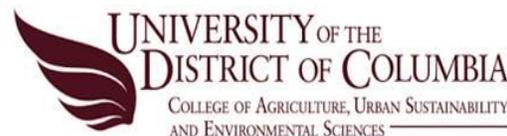
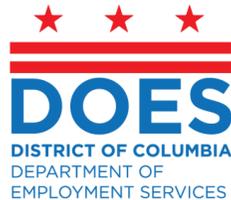
DC Water Strategic Partners

DC Water Works maintains a group of 21 Strategic Partners consisting of:

- Government agencies
- Community-based organizations,
- Churches
- Union-affiliated groups



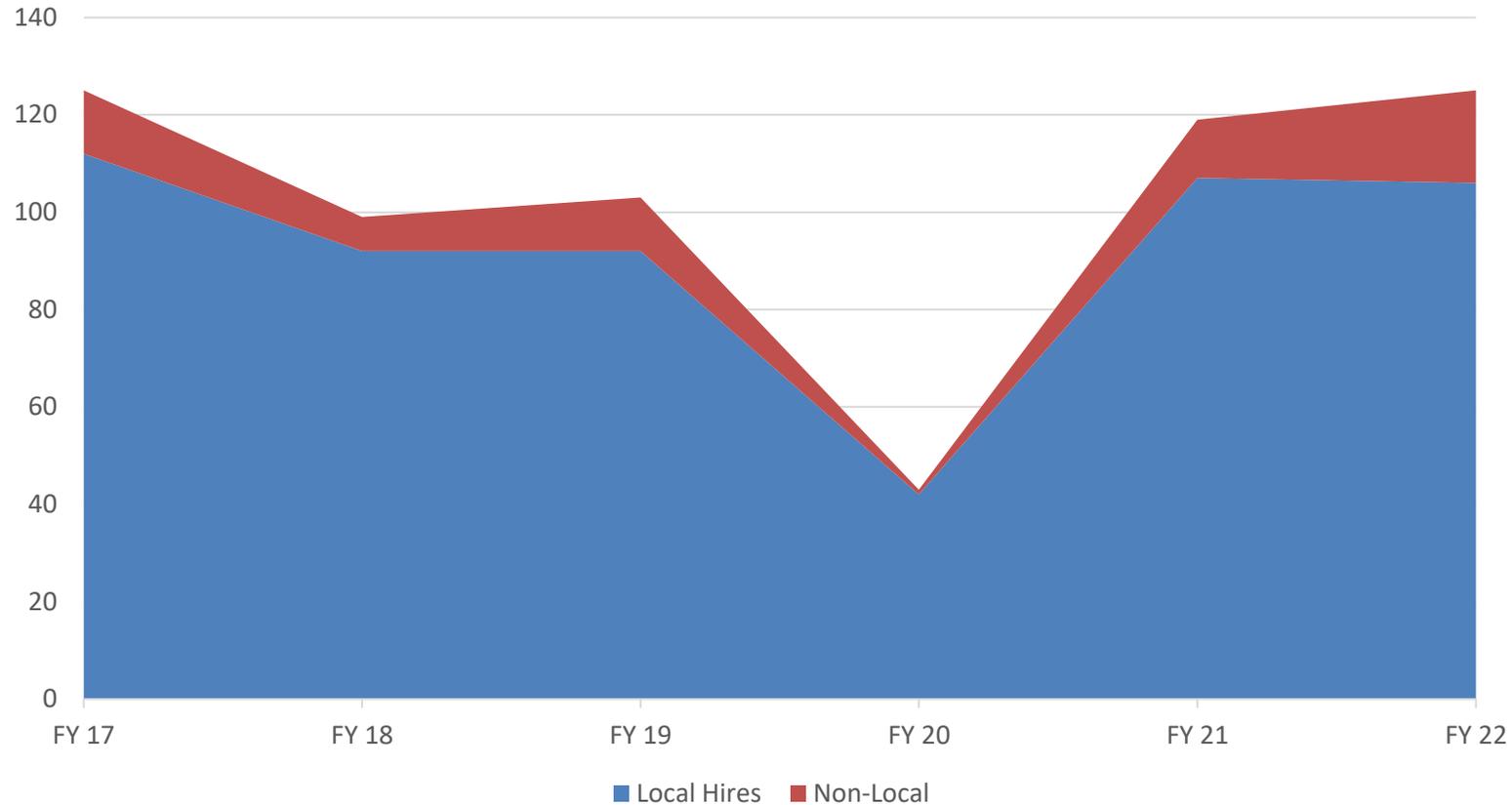
WORKFORCE INVESTMENT COUNCIL





Background

Employment Opportunities Filled Through DC Water Works
*75% Annual Local Hiring Goal





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David L. Gadis, CEO and General Manager



In 2018, DC Water established an Apprenticeship Program designed to empower District of Columbia and local residents to establish a long-term career with DC Water. By creating new employment pipelines, we are helping the economy of the local community to grow organically and nurturing a ratepayer first mindset.

Key Components of a Registered Apprenticeship Program



DC Water Involvement

- Our Registered Apprenticeship program is based on our strengths and workforce needs. We are specifically dedicated to expanding our workforce pipeline.



Structured On-the-job Learning

- Apprentices receive paid “On-The-Job Learning” from an experienced mentor. (Minimum of 2,000 hours per year)



Related Training And Instruction

- Apprentices receive technical education either on-line or at the job site. (Minimum of 144 hours per year)



Rewards for Skill Gains

- Apprentices progressive wage increases as they gain higher level skills.



National Credential

- Upon completion, apprentices receive a nationally-recognized credential.



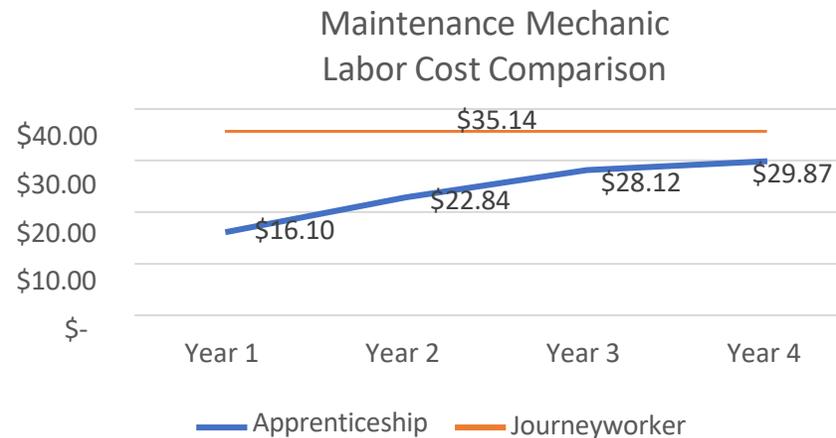
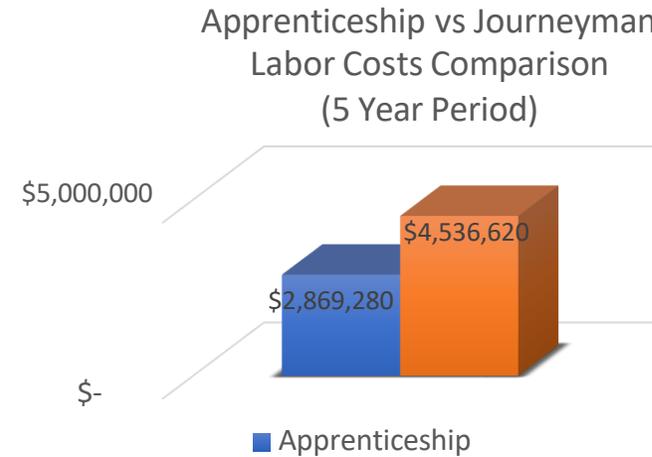
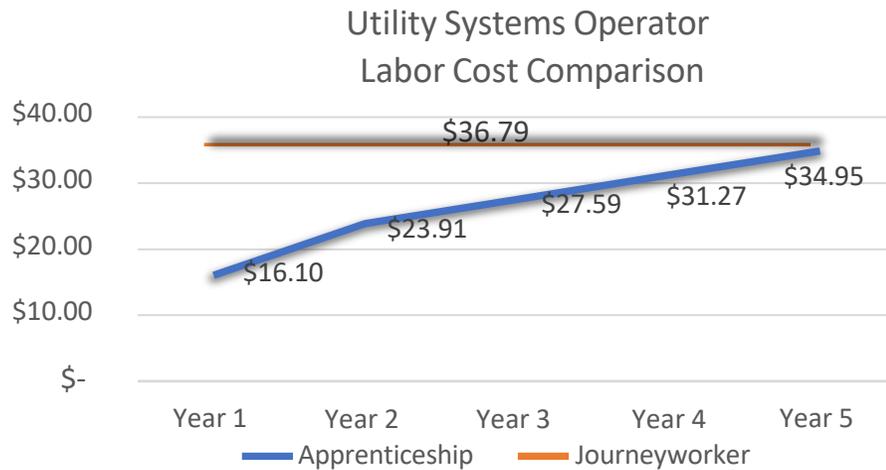


**DC WATER
APPRENTICESHIP PROGRAM
Cohort 2**

Trade	# of Apprentices	Length of Apprenticeship	Journeyman Title (Upon Graduation)
FACILITIES			
Buildings and Grounds	2	2 Years	Building and Grounds Maintenance Worker (RW 07)
Paint Shop	2	3 Years	Painter (RW 09)
PUMPING AND SEWER OPERATIONS			
Utility Systems Operations	5	5 Years	Utility Systems Operator (RW 11)
Utility Services*	2	2 Years	Utility Service Worker (RW 8)
WASTEWATER OPERATIONS			
Maintenance Services (Mechanical)	4	4 Years	Maintenance Services Worker (Mechanical) (RW 10)



Sample Labor Cost Differences between Apprentices and Journeymen





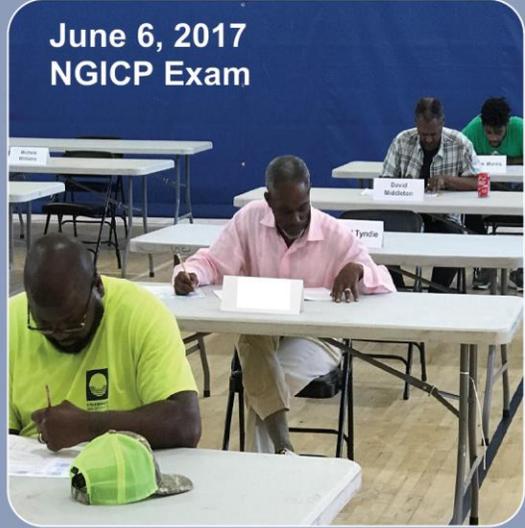
“Thank you DC Water for this opportunity. Starting as a Facilities trainee and now as an apprentice, I am able to care for my family.”

“This has meant so much to me, thanks again.”

Anthony Strother
Waste Water Apprentice



Mr. Raymond Coates,
DC Water Green
infrastructure
Training Program
Graduate





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Lessons Learned

1. Must have Executive Leadership Buy-in
2. Have a strategic approach – cant just be a series of tasks
3. Requires dedicated staff with decision making authority
4. Must be able to recognize potential barriers to success and provide on going support to target employees
5. Robust monitoring and reporting structure
6. Everyone has a portion of ownership in the program
7. Reach out to external entities for support and guidance

Transformative Water Leadership Academy

DECEMBER 15, 2022





TRANSFORMATIVE WATER **LEADERSHIP ACADEMY**

Cohort-based, experiential leadership development program that is a collaborative effort of AWWA and WaterNow Alliance

www.AWWA.org/TWLA

Overview

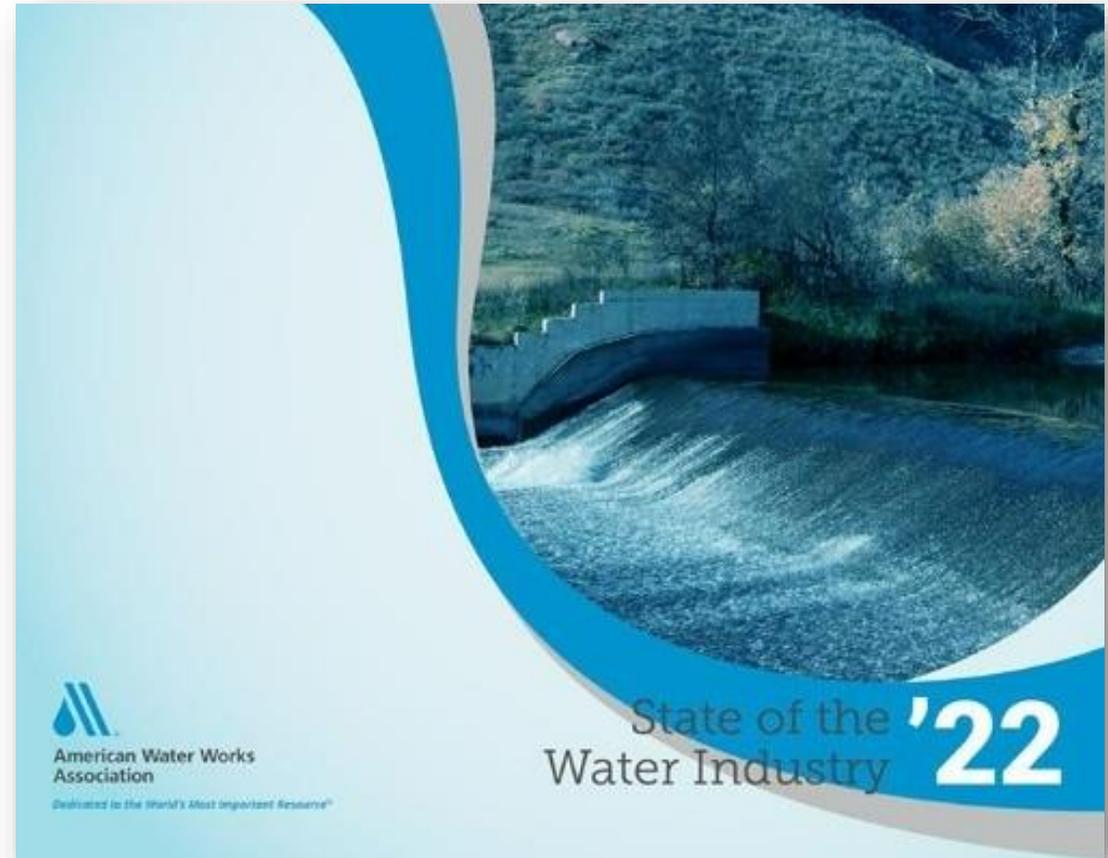
- Why the Transformative Water Leadership Academy (TWLA)?
- Inaugural Cohort
- TLWA Program Focus: Sustainable Community Leadership Principles
- Expected Outcomes



Why TWLA? Why Now?

The water sector is facing a workforce crisis.

- **Aging workforce/anticipated retirements ranked #4** of top 20 water sector challenges in AWWA's State of the Water Industry Survey
- **30-50% of water employees** eligible for retirement in next 5-10 years



Why TWLA? Why Now?

“Water workers tend to be older and lack gender and racial diversity in certain occupations, pointing to the need for younger, more diverse talent”

Kane, J.W. and Tomer, A. “Renewing the water workforce: Improving water infrastructure and creating a pipeline to opportunity,” Brookings, 2018



Why TWLA? Why Now?

Utility leadership does not always reflect the demographics of the communities they serve

Gender (2012)	Water Utility CEOs	Fortune 500 Business
Male	93.9%	96%
Female	6.1%	4%

Teodoro, M.P. and Whisenant, T. E. Journal AWWA, December 2013. "Water utility executive leadership, Part 1: Who our CEOs are"

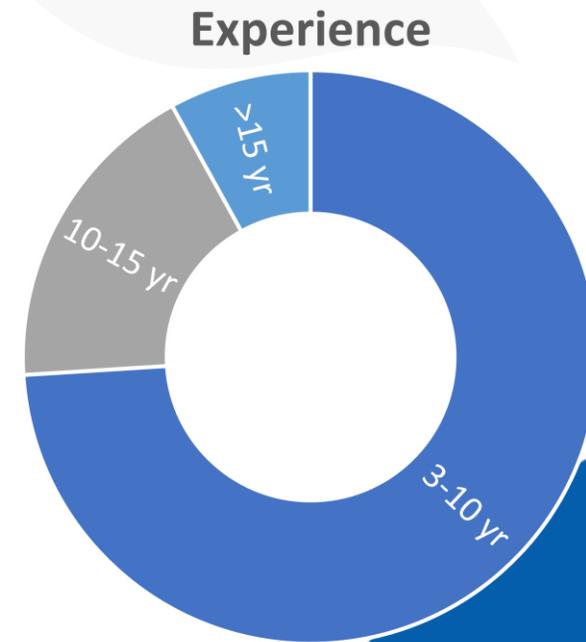
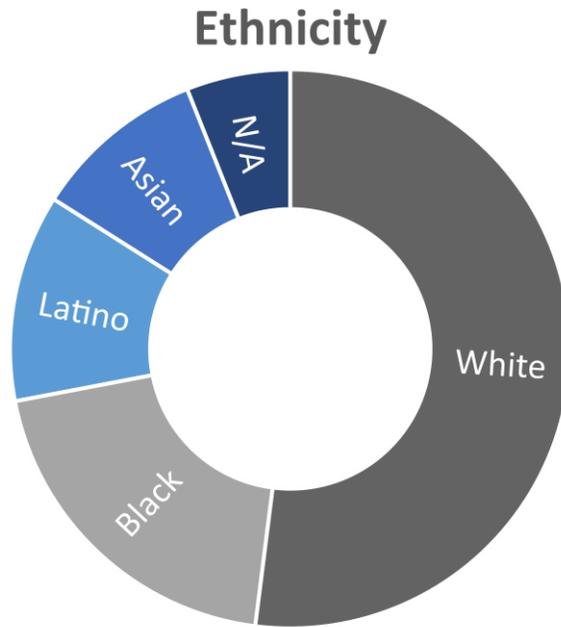
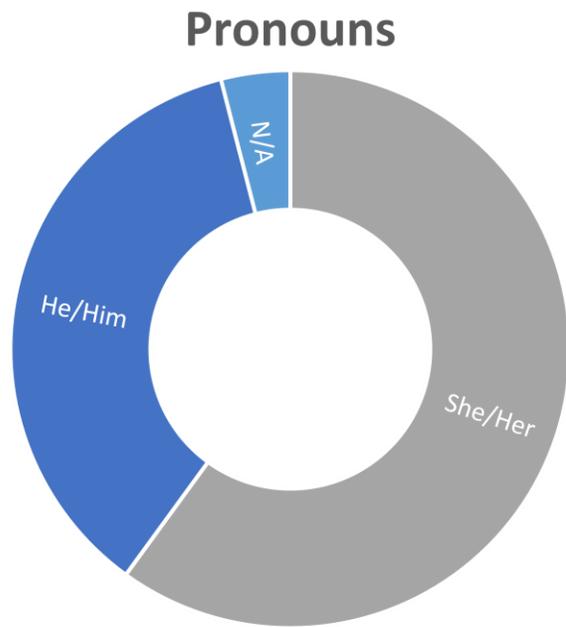
Why TWLA? Why Now?

Utility leadership does not always reflect the demographics of the communities they serve

Race (2010)	Water Utility CEOs	US Population
White	95.6%	72.8%
Black/African American	1.2%	13.2%
Native American	0.3%	1.7%
Asian	0.1%	5.5%
Latino	1.3%	16.3%
Other/Multiple	2.8%	6.8%

Teodoro, M.P. and Whisenant, T. E. Journal AWWA, December 2013. "Water utility executive leadership, Part 1: Who our CEOs are"

TWLA Strives to Change That: Introducing the 2022-2023 Inaugural Cohort



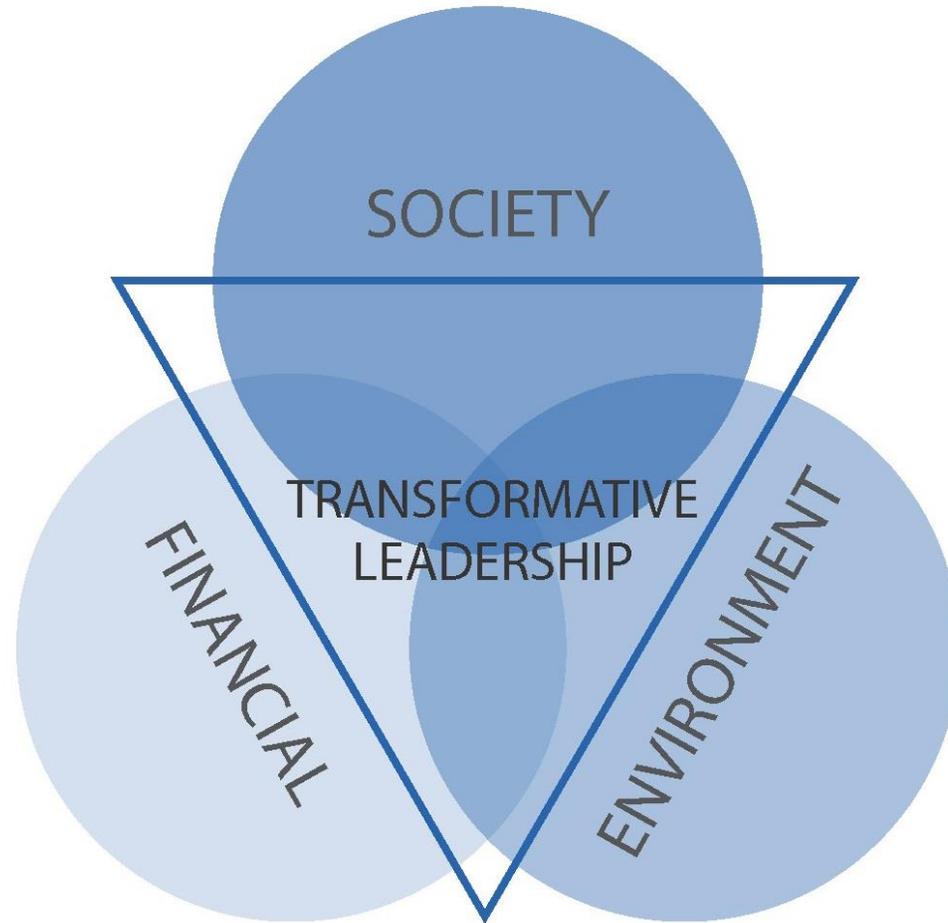
Representation from all 10 EPA Regions & Canada

In her Own Words: Lily Lopez, Walnut Valley Water District



Creating Change

- TWLA designed to prepare a diverse group of emerging leaders to confidently address current and future water challenges through sustainable community leadership practices
- Sessions blend leadership competencies with today's most critical water sector knowledge



TWLA 2022-2023 Cohort Timeline

Nov 22:
Session #1:
**Leadership vs.
Management**
(virtual)

Feb 23:
Session #3:
**Advance
Diversity,
Equity &
Inclusion**
(in-person)

Apr 23:
Session #5:
**Strengthen
Public Trust**
(virtual)

Jun 23:
Session #7:
**Think
Globally &
Act Locally**
(virtual)

Jan 23:
Session #2:
**Protect
Public
Health**
(virtual)

Mar 23:
Session #4:
**Safeguard the
Environment**
(virtual)

May 23:
Session #6:
**Inspire
Innovation**
(virtual)

Aug 23:
Session #8:
**Bringing it
All
Together &
Graduation**
(in-person)

Program Structure

- Two, 2-day **in-person workshops**
- **Virtual sessions** every 5-8 weeks
- **Small group** working sessions for hand-on guidance and peer-to-peer exchange
- Completion of community-based **capstone project** and sharing of results

Protecting public health

Safeguarding the environment

Advancing diversity, equity, and inclusion

Strengthening public trust

Inspiring innovation

Thinking globally and acting locally

Anticipated Outcomes

- Knowledge sharing
- Professional development
- Retention & advancement
- Innovative approaches to addressing utility challenges
- Collaboration & partnerships
- Sustainable and resilient utilities that reflect the communities they serve

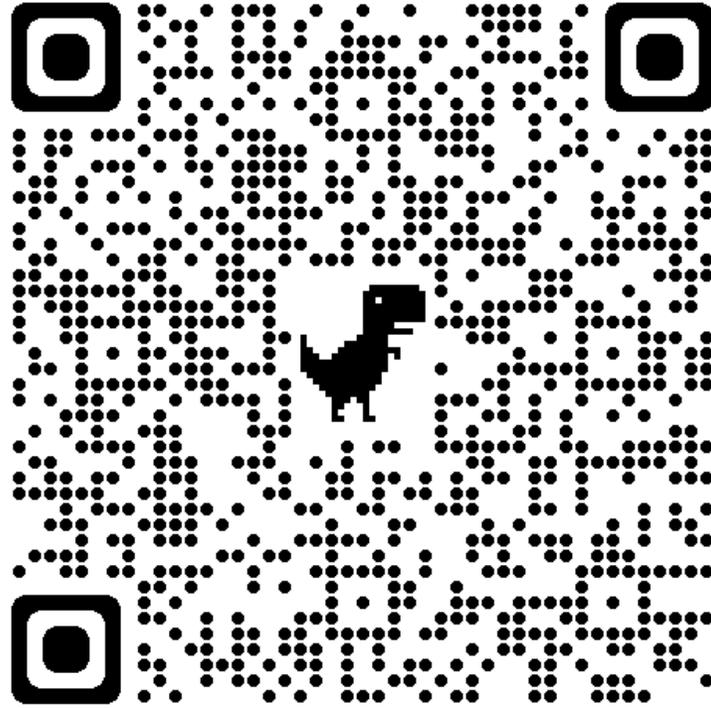
Building community!



Get Involved!

- Apply for TWLA
- Share the opportunity
- Volunteer
 - Mentor for TWLA small groups
 - Capstone project coach

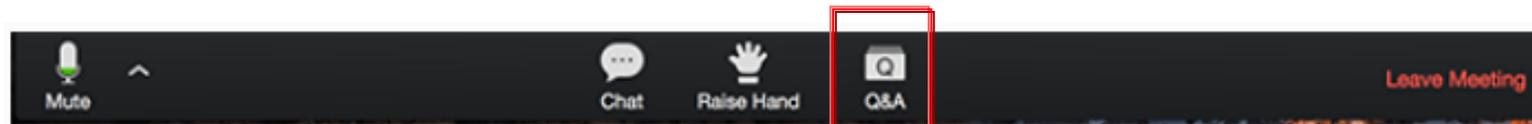




www.AWWA.org/TWLA

Q&A Session

Webinar slides and recording will be sent to registrants in the next week.



Closing Poll

On a scale of 1-10, with 10 being the best score and 1 being the worst, how would you rate today's webinar?

If you do not see a poll window pop up, please use the **Chat function** to type in your answer.

Thank you!

